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United States Navy 2008 Stability and Security Conference

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United States Navy 2008

Stability and Security Conference

January 30 - 31, 2008

Washington, DC

Conducted by the Center for Stabilization and Reconstruction Studies

Naval Postgraduate School

About This Event

The *2008 US Navy Stability and Security Conference* was held January 30-31, 2008, in Arlington, VA. More than 230 participants, who represented multiple services from the US and foreign armed forces, government civilian agencies, foreign governments, nongovernmental organizations, and intergovernmental organizations discussed past successes and emerging trends in

stability and security operations, explored ways to enhance cooperation among key actors, and strengthened professional networks. The event was cosponsored by the Center for Stabilization and Reconstruction Studies and the Strategy and Policy Division of the Office of the Chief of Naval Operations for Information, Plans, and Strategy (OPNAV N3/N5) of the US Navy.

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The Center for Stabilization and Reconstruction Studies



The Center for Stabilization and Reconstruction Studies (CSRS) is a teaching institute which develops and hosts educational programs for stabilization and reconstruction practitioners operating around the globe. Established by the Naval Postgraduate School in 2004 through the vision and congressional support of Congressman Sam Farr (CA-17), CSRS creates a wide array of programs to foster

dialogue among practitioners, as well as help them develop new strategies and refine best practices to improve the effectiveness of their important global work.

Located at the Naval Postgraduate School in Monterey, California, CSRS also contributes to the university's research and graduate degree programs. For more information about CSRS, its philosophy, and programs, please visit www.nps.edu/csrs.

Strategy and Policy Division, Office of the Chief of Naval Operations for Information, Plans, and Strategy, US Navy



The Strategy and Policy Division of the Office of the Chief of Naval Operations (CNO) for Information, Plans, and Strategy serves as the principal advisor to the CNO on joint operations and the development of joint strategies, plans, programs, and policies. The Division implements CNO responsibilities for the development and dissemination of Navy

strategies, plans, and policies, and serves as principal advisor to the Secretary of the US Navy and the CNO on strategic planning, National Security Council affairs, international politico-military matters, and the current operational status of naval forces. In addition, it serves as principal advisor to the CNO on technology transfer, security assistance, foreign disclosure, and international program policy issues.

Executive Summary

The US Navy is undergoing an important transformation, developing a broader set of capabilities to promote conflict prevention, according to **Vice Admiral John Morgan**. This new emphasis on stability and security will enable the US Navy to respond to a diverse range of threats and build cooperative relationships with civilian and government stabilization and reconstruction actors.

EVENT COSPONSORS:

Mr. Matthew Vaccaro

Program Director
Center for
Stabilization and
Reconstruction
Studies

Rear Admiral Kevin Donegan

Director
Strategy and
Policy Division
Office of the Deputy
Chief of Naval
Operations for
Information, Plans,
and Strategy
US Navy

KEYNOTE SPEAKER:

Vice Admiral John Morgan

Deputy Chief of
Naval Operations for
Information, Plans,
and Strategy
US Navy

As the 21st century unfolds, a new set of threats is rising in prominence on the global stage. While the specter of another great war or a nuclear standoff remains, the US Navy and other armed forces are increasingly focusing their attention on terrorism, ethnic and religious violence, failing states, and natural disasters, elevating these issues strategically and operationally. Traditional force structures and strategies are not yet optimized to address this diverse range of threats. In addition, they don't provide the full set of capabilities needed for stability and security operations, reconstruction, medical services, and disaster relief. As a result of the US military's expanded priorities, US naval personnel are increasingly working in an interagency capacity, performing non-traditional duties, and working side-by-side in the field with civilian stabilization and reconstruction (S&R) actors.

Maritime power is more important than ever. According to *A Cooperative Strategy for 21st Century Seapower*, the unified strategy of the nation's three sea services that was released in October 2007, 90% of the world's commerce travels by sea, nearly three-quarters of the planet is covered by

water, and the vast majority of the world's population lives within a few hundred miles of the oceans. While maritime forces have traditionally been a vital part of a nation's defense, they have a new and critical role to play in conflict prevention.

According to A Cooperative Strategy for 21st Century Seapower:

- **90% of the world's commerce travels by sea.**
- **Nearly three-quarters of the planet is covered by water.**
- **The vast majority of the world's population lives within a few hundred miles of the oceans.**

The US Department of Defense (DoD) has acknowledged this strategic imperative, with DoD Directive 3000.05, which places stability operations on par with combat operations. Similarly, the new maritime strategy elevates maritime security and humanitarian assistance and disaster response to core elements of maritime power. This new emphasis on stability and security recognizes that the US's interests are best

Targeted Education for the Stabilization and Reconstruction Community

CSRS events use targeted, interactive content to promote cognitive learning, facilitate knowledge sharing, and improve skill mastery.

Of equal importance, S&R actors have the opportunity to interact with a diverse peer group and build professional relationships they can leverage in the future.



UPCOMING EVENTS FOR 2008

ALL EVENTS WILL BE HELD IN MONTEREY, CALIFORNIA.

- **Disarmament, Demobilization, and Reintegration**

March 30-April 2, 2008

- **Tools for Cross-Cultural Understanding**

June 24-27, 2008

- **Sustaining Healthcare Systems in Post-Conflict Environments**

July 13-16, 2008

- **Working in the Same Space: Understanding the Actors**

September 21-24, 2008

- **Creating Jobs in Post-Conflict Situations**

October 26-29, 2008

- **Melting Arctic: Avoiding Conflict in New Waters**

Date to be determined

FOR MORE INFORMATION ON CSRS EVENTS, PLEASE VISIT WWW.NPS.EDU/CSRS.

Established in 2004, CSRS offers educational programs for S&R practitioners on a wide array of timely, relevant issues including: health and humanitarian affairs, institution building and security sector reform, S&R skills and tools, and maritime and naval issues.



More than 230 participants, who represented a diverse range of S&R actors, attended the conference.

served by promoting peace and prosperity globally, and that these priorities must be addressed proactively so that they can be effectively developed, funded, and sourced.

To explore these issues, the Center for Stabilization and Reconstruction Studies (CSRS) and the Strategy and Policy Division of the Office of the Chief of Naval Operations for Information, Plans, and Strategy (OPNAV N3/N5) of the US Navy cosponsored the *2008 US Navy Stability and Security Conference* in Arlington, VA, from January 30-31, 2008. More than 230 participants, who represented multiple services from the US and foreign armed forces, US and foreign government civilian agencies, nongovernmental organizations (NGOs), and intergovernmental organizations (IGOs), attended the event.

The conference marked the second time CSRS has collaborated with OPNAV N3/N5 on stability issues, underscoring the growing importance of these issues to the military and the US Navy's commitment to working with the full spectrum of actors to increase its effectiveness in these types of operations. These events provide participants with an important opportunity to develop

a greater understanding of other actors and their capabilities, organizational behaviors, and cultures; review lessons learned and best practices from previous engagements; understand emerging trends; and build and strengthen professional networks.

CSRS and OPNAV N3/N5 were honored to host many of the nation's preeminent thinkers on stability operations. Plenary session speakers and panelists included senior leaders from the three sea services, Congress, government agencies, defense and civilian universities and institutes, NGOs and IGOs. The Naval Postgraduate School (NPS) was represented by eleven faculty and staff members who served as both plenary session speakers and panelists, as well as by six graduate students who attended the event. For a full list of speakers and panelists, please see page 17.

Major conference themes included:

The need to broaden and strengthen relationships to enable the US Government to provide a unified response to stability and security challenges; add the right partners



Above: Participants listened to leading thinkers share insights into the sea services' stability and security strategies, as well as offer best practices from successful operations.

Right: Ms. Susan K. Slomback, Project Manager, Institute for Trade and Commercial Diplomacy and Mr. Joseph Traini, International Transportation Specialist, Office of International Transportation and Trade, Department of Transportation.



when missions align; and work effectively in the same space, when interests or mandates preclude collaboration. Speakers shared insights into how and when the US military and NGOs can cooperate, what organizations should be used to facilitate that interaction, and what protocols should be observed to preserve NGO independence. Said a DoD official: “You can’t create synergy if you don’t know who the other actors are, what their capabilities are, and what their willingness and ability to share will be for each mission.”

The need to enhance capabilities and capacities to optimize stability and security around the globe. Vice Admiral Morgan and other naval leaders discussed how the sea services are reinventing their organizations, processes and procedures, force structures, and strategies to meet the conflict prevention mandate. These changes, which are in response to the new maritime strategy, are bringing the three sea services into closer collaboration than ever before. In addition, they are requiring the US Navy to take a long-term approach towards new investments, priorities, and relationships.

On the civilian side, Ambassador John E. Herbst and Congressman Sam Farr spoke about the need to create civilian capacity to increase the effectiveness of US government response to large-scale international security emergencies and their efforts to build a civilian response corps that could help stabilize failing states. This priority is shared by the highest levels of US defense leadership, as evidenced by Secretary of Defense Robert Gates’ speech at Kansas State University on November 26, 2007, where he stated:

One of the most important lessons of the wars in Iraq and Afghanistan is that military success is not sufficient to win: economic development, institution-building and the rule of law, promoting international reconciliation, good governance, providing basic services to the people, training and equipping indigenous military and police forces, strategic communications, and more — these, along with security, are essential ingredients for long-term success....



Vice Admiral John Morgan shared his insights on the new maritime strategy.

What is clear to me is that there is a need for a dramatic increase in spending on the civilian instruments of national security — diplomacy, strategic communications, foreign assistance, civic action, and economic reconstruction and development.... We must focus our energies beyond the guns and steel of the military, beyond just our brave soldiers, sailors, Marines, and airmen. We must also focus our energies on the other elements of national power that will be so crucial in the coming years.

Keynote speaker **Vice Admiral John Morgan**, the Deputy Chief of Naval Operations for OPNAV N3/N5, set the event theme when he provided a primer on the US sea services' new maritime strategy, *A Cooperative Strategy for 21st Century Seapower*. This historic document marks a sea change in maritime strategy by placing conflict prevention on the same level as military operations. In his speech, Vice Admiral Morgan stressed that we are in a new

era, a “strategic inflection,” where new rules are rewriting the rules of the game for global powers. It’s an era of globally linked economies, changing demographics, pervasive technology, and dramatic climate change. It’s also an era where maritime power is more important than ever. Consequently, “The US Navy is thinking and acting anew,” said Vice Admiral Morgan. Rather than develop a strategy that focused on protectionism, isolation, or selective engagement, the sea services chose to create a strategy that stresses inclusiveness and optimism about the future. The maritime strategy’s three predominant themes are the importance of conflict prevention, anticipation of near-term trends and threats, and the need to build trust with other countries. Recognizing that cooperative relationships are critical, the strategy elevates humanitarian assistance and disaster relief to a core element of maritime power for the first time. “If there is any noble feat that I can accomplish,” said Morgan, “it is to prevent war. The proactive cost of war prevention is far more affordable than the reactive cost of waging war.”

A New Maritime Strategy for a New Era



A Cooperative Strategy for 21st Century Seapower, released in October 2007 by the US Navy, US Coast Guard, and US Marine Corps, stresses the importance of maintaining effective seapower and building cooperative relationships, signals a new emphasis on conflict prevention, and outlines six core elements of maritime power. The strategy is available at: www.navy.mil/maritime/MaritimeStrategy.pdf.



The maritime strategy marks the first time the three sea services have collaborated on a strategy and underscores the importance of relief operations, which have been elevated to a strategic focus.

"If there is any noble feat that I can accomplish, it is to prevent war. The proactive cost of war prevention is far more affordable than the reactive cost of waging war."

— Vice Admiral John Morgan,
US Navy

diverse range of actors that will pay rich dividends in the years ahead, as actors take on increasingly complex operations. We at CSRS herald the US Navy's new emphasis on stability and security and look forward to exploring critical developments and best practices at future events. •

The 2008 *US Navy Stability and Security Conference* provided leading S&R practitioners with the opportunity to discuss this new imperative; share the investments and strategies the US Navy is making to operationalize the strategy; and build cooperative relationships with a

Mr. Matthew Vaccaro
Program Director

Reinventing Government for Effective Stability Operations

Two leading proponents of expanding civilian S&R capacity, **Congressman Sam Farr** (CA-17) and **Ambassador John E. Herbst** spoke about their efforts to create the full set of capabilities needed to strengthen failing states. It's a model that would "revolutionize the way the US Government operates overseas in unstable circumstances," said Ambassador Herbst.

MODERATOR:

Ms. Beth Cole

Senior Program Officer
Center for Post-Conflict Peace and Stability Operations
US Institute of Peace

PANELISTS:

Congressman Sam Farr

CA-17

Ambassador John E. Herbst

Coordinator
Reconstruction and Stabilization
US Department of State

So what is the US Government doing to build civilian capacity? **Ms. Beth Cole** of the US Institute of Peace moderated a panel with **Congressman Sam Farr** (CA-17) and **Ambassador John E. Herbst** of the Office of the Coordinator for Reconstruction and Stabilization (S/CRS) on the pressing need for building US civilian capacity for S&R operations and the challenges of setting up an interagency management system to accomplish this mission. Congressman Sam Farr has been instrumentally involved with these priorities, participating in a blue-ribbon panel on the problem of failed states, championing the creation of CSRS to provide cross-community education and improve the effectiveness of S&R practitioners, and authoring legislation that would provide funds for S/CRS to build both an active and standby civilian response capacity. Congressman Farr said that his work grew out of a desire to help the civilian actors plan and integrate their stability activities effectively. "We have to create a new paradigm," said Congressman Farr, "to make interoperability work." One way that actors can do that is by developing diverse networks and skills at CSRS workshops.

Congressman Farr cited two upcoming CSRS events, *Tools for Cross-Cultural Understanding* and *Working in the Same Space: Understanding the Actors*, as opportunities to explore issues raised at the conference more deeply.

"We have to create a new paradigm to make interoperability work."

— Congressman Sam Farr (CA-17)

Ambassador Herbst presented the mission of his office which seeks to build both an active and standby civilian response corps to provide the full set of capabilities needed to stabilize failing states. "We are trying to revolutionize the way the US Government operates overseas in unstable circumstances," said Ambassador Herbst. S/CRS has secured senior-level support for its transformational model of interagency management, developed a civilian plan of operations, and created an integration planning cell for joint operations with the military. Implementation of the civilian response corps is dependent upon new congressional funding, and thus deployments to date have been small-scale.

Top right: Civilian participants represented multiple branches of the US armed services, US and foreign government agencies, NGOs, and IGOs.



Bottom right: Civilian and military actors frequently share the same space and are increasingly cooperating on S&R missions.



However, congressional supporters have discussed allocating funds to create an Active Response Corps of 250 individuals and a Standby Response Corps of 1500-2500 members. Deployments would

be targeted to the unique needs of each country, with active members available to deploy in 48 hours and standby members deployable in a month's time. The need for civilian capacity is so great that Ambassador Herbst believes the US Government will commit to creating it over the next decade, although the lead agency may not be S/CRS. Said Ambassador Herbst, "If we create the capabilities, the Active Response Corps will be the US Government's most popular capability and will be deployed around the world." •

Working in the Same Space: Understanding Each Other

S&R actors are a diverse community, with different missions, operational models, and philosophies on cooperation. Three panelists, including **Mr. Larry Sampler** of S/CRS, **Ms. Linda Poteat** of InterAction, and **Vice Admiral Daniel Oliver (Ret.)** of NPS, presented their communities' perspectives and offered insights into how to optimize interactions in the field.

MODERATOR:

Mr. Matthew Vaccaro
Program Director
Center for Stabilization
and Reconstruction
Studies

PANELISTS:

Mr. Larry Sampler
Deputy Coordinator
for Conflict Prevention
and Strategic
Communications
Office of the
Coordinator for
Reconstruction
and Stabilization
US Department
of State

Ms. Linda Poteat
Director
Disaster Responses
InterAction

**Vice Admiral
Daniel Oliver (Ret.)**
US Navy
President
Naval Postgraduate
School

Three panelists, **Mr. Larry Sampler** of S/CRS, **Ms. Linda Poteat** of InterAction, and **Vice Admiral Daniel Oliver (Ret.)** of NPS shared the perspectives of their various communities. Mr. Larry Sampler of S/CRS echoed Ambassador Herbst's call for interagency coordination as the most effective way of handling "problems with tight time constraints and big price tags." Nonetheless, US Government agencies also face challenges, including financial constraints, a lack of civilian capacity, and ambiguous language, that can impede their ability to meet the needs of failing states and coordinate with other S&R actors.

Speaking for the NGO community, Ms. Linda Poteat of InterAction cautioned participants not to genericize this community, which is incredibly diverse in terms of size, focus, operational capacity, and willingness to be associated with the military. NGOs range from doctrinally strict organizations that won't even hold discussions with the military to those who work closely with the armed forces.

As they consider cooperation with the military, NGOs are guided by their need to maintain their core principles of neutrality,

impartiality, and independence, as well as ensure the security of their personnel. As a consequence, NGOs want the military to observe the standard protocols, leveraging organizations such as the US Agency for International Development (USAID), the United Nations Office for the Coordination of Humanitarian Affairs, and the US Navy's new Maritime Civil Affairs Group, as appropriate, to broker interactions. Ms. Poteat told military participants, "NGOs are not an instrument of foreign policy, and so we need to maintain a certain level of distance from governments and the military. Involve these organizations. They are our buffer."

Cooperation among relief actors is most successful when the military provides critical capabilities such as logistics, but leaves traditionally humanitarian duties, such as food and medical distribution to NGOs, which understand the complicated science behind these programs and serve as neutral, apolitical service providers. In addition, NGOs are very sensitive to terminology, especially those terms used to describe civil-military interaction. Ms. Poteat said that NGOs have often been referred to as force multipliers or partners, rather than colleagues. This

Civil-Military Interaction Guidelines

Working with the US Institute of Peace, the US Department of Defense and InterAction led an effort to create guidelines for how the military and humanitarian communities should interact in insecure environments. The document, entitled *Guidelines for Relations between US Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments*, is available online at: www.interaction.org/files.cgi/5896_InterAction_US_Mil_CivMil_Guidelines_July_07_flat.pdf.

Top right: *The Guidelines for Relations* provide the military and humanitarian communities with effective protocols for structuring interactions in insecure environments.

Bottom right: Pictured from left to right: Mr. Matthew Vaccaro, CSRS; and panelists Mr. Larry Sampler, S/CRS, Ms. Linda Poteat, InterAction, and Vice Admiral Daniel Oliver, US Navy (Ret), NPS.



language implies a closer relationship between the communities than one that exists and could put NGO staff at risk, if local populations perceive that NGOs are colluding with the military.

The military and humanitarian communities have tackled the issue of interaction at the most senior level, producing the *Guidelines for Relations between US Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments*. This document, which

was released jointly by the US Institute of Peace, InterAction, and US Department of Defense, provides a framework for how the military and humanitarian communities should interact in the field.

Vice Admiral Daniel Oliver (Ret.) of NPS highlighted the diversity of the US Navy, which has an enormous workforce of active duty and reserve personnel, civilians, and contractors; provides a wide range of capabilities; and is geographically dispersed throughout the world. Resources are focused on specific missions, and commanding officers are given autonomy in how they use resources to accomplish that mission. As the US Navy moves forward with the implementation of the maritime strategy, officers will need to expand their skills and humanitarian actors will have greater access to naval assets for relief missions. •



The US Navy and NGO Medicine: Operating in the Same Space

As the US Navy expands its medical operations and service populations, it is working increasingly closely with healthcare NGOs. This cooperation can be fruitful, but needs to be well-structured to leverage each side's capabilities and accomplish the full range of desired objectives. Panelists **Captain Joseph Moore** of the US Navy, **Dr. William Fox, Jr.**, of Project Hope, and **Dr. Bob Kramer** of the International Medical Corps shared their insights into how to optimize cooperation.

MODERATOR:

Captain Al Shimkus

US Navy (Ret.)
Associate Professor
Director
Policy Making and
Process Division
Naval War College

PANELISTS:

Captain Joseph Moore

US Navy
Pacific Fleet Surgeon
Former Commander
USNS Mercy

Dr. William Fox, Jr. Brigadier General

US Army (Ret.)
Executive Vice
President & Chief
Operating Officer
Project Hope

Dr. Bob Kramer

Director of Program
Development
International
Medical Corps

Captain Joseph Moore, who most recently served as the commanding officer of the USNS Mercy, described the cultural shift that is occurring with naval medicine, as hospital ships deploy to countries in the Pacific with extremist Islamic communities and provide services to patients with impartiality. "This does not come naturally," said Captain Moore, "but our culture is beginning to change." The Navy has signed memoranda of understanding with several NGOs, who accompany the USNS Mercy on its missions and provide specialized services. A critical lesson learned, said Captain Moore, is to involve NGOs in needs and requirements assessments during predeployment planning to target services effectively and ensure that services offered are not undermining local healthcare providers. In addition, NGOs need adequate time, typically several months, to plan for this type of collaboration by mobilizing volunteer personnel and resources.

Dr. William Fox, Jr. of Project Hope who has served as both a military and humanitarian leader, discussed the complexity of the NGO community. With more than 40,000 organizations operating

around the globe, it can be difficult for the US military to understand which organizations focus on stability issues and are credible to international actors.

Natural disasters and short-term healthcare missions are natural areas for the military and humanitarian communities to cooperate.

— From a presentation by
Dr. Bob Kramer,
International Medical Corps

Dr. Fox, Jr. recommended that the military target their efforts on forming alliances with healthcare NGOs, as failing or nonexistent healthcare systems greatly contribute to political instability and impair the survival of vulnerable populations. **Dr. Fox, Jr.** exhorted the military and humanitarian communities to create a coherent strategy that facilitates cooperation and collaboration and said that future success will be directly correlated to the degree of interoperability these two communities are able to achieve.

Pictured from left to right: Mr. Rich Hoffman, Director, Center for Civil-Military Relations; Mr. Matthew Vaccaro, Program Director, CSRS; and Rear Admiral Kevin Donegan, OPNAV N3/N5. CSRS and OPNAV N3/N5 cosponsored the conference, bringing leading thinkers and practitioners together to discuss critical stability and security issues and best practices.



Dr. Bob Kramer of the International Medical Corps acknowledged the tensions that have historically existed between the military and humanitarian communities, but said that there is growing recognition that they share common ground in many situations. One fruitful area for cooperation is natural disasters, which threaten the stability of affected nations. As a result of global climate change, natural disasters are growing in number and intensity, putting large, increasingly urbanized populations

at greater risk. The US Navy and NGOs can work together to ameliorate the impact of disasters by sharing information about relief missions, cooperating in a respectful manner that acknowledges and maximizes each side's capabilities, and including all relevant stakeholders in service design and delivery. In addition, short-term healthcare missions are a natural area for cooperation, allowing the US Navy to win hearts and minds and positioning NGOs for longer-term capacity building in host nations. •

Maritime Capabilities for Stability and Security Operations

Three military leaders, including **Rear Admiral Mike Tillotson** of the US Navy, **Brigadier General Mark Clark** of the US Marine Corps, and **Rear Admiral Wayne Justice** of the US Coast Guard presented on the diverse capabilities of the three sea services and how they are addressing current and future stability and security challenges.

MODERATOR:

Dr. James Wirtz

Professor
Naval Postgraduate
School

PANELISTS:

Rear Admiral Mike Tillotson

Deputy Commander
Navy Expeditionary
Combat Command
US Navy

Brigadier General Mark Clark

Director
Strategy and
Plans Division
Plans, Policies, and
Operations
US Marine Corps
Headquarters
US Marine Corps

Rear Admiral Wayne Justice

Assistant
Commandant
for Response
US Coast Guard
Headquarters
US Coast Guard

Three panelists, representing each of the three sea services, spoke about their organizations' capabilities for stability and security operations. **Rear Admiral Mike Tillotson** addressed the US Navy's capacity to provide security services for actors working in unstable environments. The Navy Expeditionary Combat Command (NECC) develops adaptive force capabilities to conduct targeted missions, from host military training to harbor defense to S&R work in hostile environments, that are targeted effectively to that country's needs. The NECC currently partners with the two other sea services and is open to working cooperatively with NGOs and other civilian agencies.

Brigadier General Mark Clark spoke about the US Marine Corps' desire to expand its sphere of influence beyond Iraq and Afghanistan to other regions that need stabilization assistance. As the US military moves further into this arena, it must maintain its military supremacy, which takes years and significant investment to create. "We have to maintain that balance," said Brigadier General Clark. He highlighted several ways the US

Marine Corps is building capacity, such as developing foreign area officers with language and cultural skills, providing micro-region training for personnel deploying around the globe, and developing a Security Cooperation Marine Air-Ground Task Force that provides a "one-stop shop" for stability and security resources. Realizing that strategic communications can help win hearts and minds, the US Marine Corps is also creating an information center to publicize missions and their successes.

Rear Admiral Wayne Justice highlighted the US Coast Guard's world-class leadership on maritime safety and security issues; its ability to interact seamlessly with both military and civilian organizations; and its diverse capabilities, which he said were comparable to many of the world's navies. Rear Admiral Justice profiled different initiatives to show the range of US Coast Guard initiatives, its global focus, and its effectiveness at disrupting illegal activities such as drug running and high seas driftnet fishing and providing vital services such as port security and specialized training for host government maritime services.

Building World-Class Stability and Security Capabilities



The three sea services provide a diverse range of stability and security services.

To operationalize the maritime strategy, the sea services are interacting with a wider range of actors, thinking strategically about new capabilities, and focusing on long-term objectives.

As the sea services work to operationalize the maritime strategy's call to elevate stability operations, several important changes are occurring. First, the sea services are interacting with a wider range of actors, in both a strategic and operational capacity. Second, this new priority is causing naval planners to

shift their thinking from what resources are provided to what capabilities are being developed. Said Dr. James Wirtz of NPS, "We tend to think of stability operations in terms of units: the plane, the ship, or the aircraft. We don't think about personnel. Now it's not important what firepower you provide, but what capabilities you bring to the table." And third, while the US Navy will obviously maintain a mission focus, it will also focus on longer-term objectives, such as building cooperative partnerships and strengthening stability capabilities through strategic investments. •

Going Ashore in Response to the 2005 Pakistan Earthquake

The Pakistan earthquake served as a proving ground for the US Navy to test its mettle with large-scale disaster relief. **Rear Admiral Michael LeFever** gave participants insights into key factors that made this operation successful. Chief among them: operational flexibility, the willingness to play a supporting role, and a commitment to building interagency relationships.

SPEAKERS:

Rear Admiral Michael LeFever

Director
Manpower, Personnel,
Training, and Education
Policy Division
US Navy
Former Commander
US Disaster Assistance
Center Pakistan

Rear Admiral Kevin Donegan

Director
Strategy and Policy
Division
Office of the
Deputy Chief of
Naval Operations
for Information,
Plans, and Strategy
US Navy

Rear Admiral Michael LeFever gave a presentation on the US response to the Pakistan earthquake that demonstrated the US Navy's ability to respond rapidly, organize, and target response efforts and cooperate with myriad stakeholders. The US military was able to set up operations at the Islamabad airport, sort and move supplies, airlift relief to areas with impassable roads, help rebuild the healthcare infrastructure, and provide engineering capabilities. Within 48 hours of the crisis, naval personnel and an USAID Disaster Assistance Response Team were on the ground conducting relief operations. Key success factors included the US Navy's responsiveness and great depth of resources, operational flexibility, and willingness to play a supporting role and build interagency relationships. Of equal importance, the US Navy played a vital diplomatic role by working effectively with the host government, building goodwill by leaving behind valuable engineering equipment, and demilitarizing terminology to make military relief efforts more acceptable and less threatening to the host government and aid recipients.

Breakout sessions on both days of the conference provided participants with an opportunity to learn about emerging

trends and best practices in stability operations. Sessions included panel discussions on provincial reconstruction teams, information management practices used to respond to Cyclone Sidr, the combined joint task force's development work in the Horn of Africa, the future of information sharing, security cooperation to build partner capacity and prevent conflict, and the roles of naval forces in stability and security operations.

While the US Navy's new mandate to build stability and security around the world is a daunting one, it is absolutely essential in a world that is increasingly characterized by economic and political independence.

Rear Admiral Kevin Donegan, whose office is heading the US Navy's effort to translate the maritime policy into action by setting strategy and creating effective deployment plans for stability operations, closed the conference exhorting participants to use their knowledge, skills, and networks to work with the US Navy as it implements the maritime strategy. While the US Navy's new mandate to build stability and

The US Navy's Response to the Pakistan Earthquake



As Commander of the US Disaster Assistance Center Pakistan, Rear Admiral Michael LeFever led the US Navy's response to the Pakistan earthquake.

The US Navy's logistical and engineering capabilities helped other actors and the Government of Pakistan provide effective disaster relief and rapidly begin reconstruction in the aftermath of the 2005 earthquake.

security around the world is a daunting one, it is absolutely essential. In a world of increasing economic and political interdependence, those countries that build trust and cooperative relationships will be best positioned to preserve their own security while promoting global peace and prosperity. Echoing Vice Admiral Morgan, who had earlier quoted

Margaret Mead's famous line, "Never underestimate the power of a small group of people to change the world. It's the only thing that lasts," Rear Admiral Donegan challenged participants to serve as change agents in their organizations, creating the partnerships and initiatives that promote world peace and prosperity, while preserving the nation's security. •

Event Speakers and Panelists

Speakers and Plenary Session Panel Presenters

Brigadier General Mark Clark
Director, Strategy, and Plans Division, Plans, Policies, and Operations, US Marine Corps, US Marine Corps Headquarters

Ms. Beth Cole
Senior Program Officer, Center for Post-Conflict Peace and Stability Operations, US Institute of Peace (Moderator)

Rear Admiral Kevin Donegan
Director, Strategy and Policy Division, Office of the Deputy Chief of Naval Operations for Information, Plans, and Strategy, US Navy

Congressman Sam Farr
CA-17

Dr. William Fox, Jr.
Brigadier General, US Army (Ret.); Executive Vice President and Chief Operating Officer, Project Hope

Ambassador John Herbst
Coordinator for Reconstruction and Stabilization, US Department of State

Rear Admiral Wayne Justice
Assistant Commandant for Response, US Coast Guard, US Coast Guard Headquarters

Dr. Bob Kramer
Director of Program Development, International Medical Corps

Rear Admiral Michael LeFever
Director, Manpower, Personnel, Training and Education Policy Division, US Navy; former Commander, Disaster Assistance Center Pakistan

Captain Joseph Moore
Pacific Fleet Surgeon, US Navy; former Commander of USNS Mercy

Vice Admiral John Morgan
Deputy Chief of Naval Operations for Information, Plans, and Strategy, US Navy

Vice Admiral Daniel Oliver
US Navy (Ret.); President, Naval Postgraduate School

Ms. Linda Poteat
Director, Disaster Responses, InterAction

Mr. Larry Sampler
Deputy Coordinator for Conflict Prevention and Strategic Communications, Office of the Coordinator for Reconstruction and Stabilization, US Department of State

Captain Al Shimkus
US Navy (Ret.); Associate Professor; Director, Policy Making and Process Division, Naval War College

Rear Admiral Mike Tillotson
Deputy Commander, Navy Expeditionary Combat Command, US Navy

Mr. Matthew Vaccaro
Program Director, Center for Stabilization and Reconstruction Studies, Naval Postgraduate School

Dr. James Wirtz
Professor, Naval Postgraduate School (Moderator)

Breakout Session Panel Presenters

Lieutenant Colonel Bill Berris
III MEF G-6 Operations Officer, US Marine Corps; former Officer-in-Charge, Civil-Military Operations Center, Operation Sea Angel II

Mr. Tim Bilbrey
Enterprise Services – Collaboration/Chat, N53, Naval Network Warfare Command

Captain Thomas Calabrese
Head of Joint Actions Branch, OPNAV N3/N5, US Navy

Mr. Mark Campbell
Senior Naval Analyst / Global Fleet Station Team Lead, Military Effectiveness (Analysis) Group, NSWC-Carderock

Mr. John Christiansen
Program Coordinator, Center for Stabilization and Reconstruction Studies, Naval Postgraduate School (Moderator)

Colonel Daniel Donohue
US Marine Corps Reserve, Training and Education Command, Marine Corps Combat Development Command

Dr. Sophal Ear
Assistant Professor, Naval Postgraduate School

Dr. John Ferris
Professor, University of Calgary; Fellow, The Centre for Military and Strategic Studies

Commander James Hamblet
OPNAV N86, US Navy; former Provincial Reconstruction Team Leader

Mr. Rich Hoffman
Director, Center for Civil-Military Relations, Naval Postgraduate School (Moderator)

Mr. Tim Hoffman
Director for Security Assistance, Office of the Deputy Assistant Secretary of Defense for Partnership Strategy, US Department of Defense

Mr. John Holloway
Office of the Assistant Secretary of Defense for Networks and Information Integration, US Department of Defense (Moderator)

Mr. Al Johnson
Director, Integrated Information and Communication Technology Support Directorate, Office of the Assistant Secretary of Defense for Networks and Information Integration, US Department of Defense

Mr. Rui Lopes
Senior Director of Technology, Save the Children

Commander Bryan McGrath
Director, Strategic Actions Branch, Office of the Deputy Chief of Naval Operations for Information, Plans, and Strategy, US Navy

Mr. Carter Malkasian
PRT Study Team, Center for Naval Analysis

Dr. Daniel Moran
Professor, Naval Postgraduate School (Moderator)

Captain Claire Pagliara
National Naval Medical Center, USNS Comfort Medical Operations, US Navy

Dr. Jessica Piombo
Assistant Professor, Naval Postgraduate School

Dr. Douglas Porch
Professor, Naval Postgraduate School (Moderator)

Dr. Whitney Raas
PRT Study Team, Center for Naval Analysis

Mr. John A. Schwenk
Bureau of Political-Military Affairs, US Department of State; former participant in Global Fleet Stations

Mr. Mitul Shah
Senior Director of Technology Partnerships, United Nations Foundation

Mr. Rolf Sjoberg
Chief, Communications Information Technology Systems, United Nations Department of Field Support

Mr. Brian Steckler
Lecturer and Head of Hastily Formed Networks Initiative, Naval Postgraduate School (Moderator)

Dr. Terry Terrif
Senior Lecturer, University of Birmingham

Mr. Nicholas Tomb
Program Coordinator, Center for Stabilization and Reconstruction Studies, Naval Postgraduate School (Moderator)

Ms. Virginia Wolf
Deputy Director, Development Resources and Disaster Assistance Division, Foreign Agricultural Service, US Department of Agriculture

Mr. Daniel Zimmerman
Acting Deputy for International Affairs, US Coast Guard

